



Opening Doors of Opportunity

Housing Authority
of the **City of Arlington**
2009 Annual Report



Mission

The mission of the Arlington Housing Authority (AHA) is to advocate for and pursue affordable housing opportunities for the maximum number of low income individuals and families in Arlington. **Doors of opportunity** are opened by:

- Establishing partnerships with public and private community service providers
- Effectively communicating with internal and external constituencies
- Attracting and retaining knowledgeable staff and Board members by supporting their professional development
- Maintaining and improving fiscal accountability and operational efficiency



Core Values

The Arlington Housing Authority (AHA) opens **doors of opportunity** for Arlington residents by expressing three important Core Values:

Compassion

Understanding unique client needs; seeking to make a difference; treating clients with respect, empathy, and dignity

Commitment

Helping others through urgency, thoroughness, and dedication; providing flexibility of choices

Credibility

Demonstrating honesty, integrity, knowledge, reliability, and fairness while maintaining the highest ethical standards; fostering accountability, excellence, financial stability and efficiency

Board of Commissioners

The Arlington Housing Authority (AHA) Board of Commissioners is comprised of five dedicated community leaders who serve to ensure that an adequate supply of quality affordable housing is available for low income citizens in Arlington. The AHA Board of Commissioners serve without compensation. They regularly review the performance of AHA programs and set policy utilizing key strategies and high ethical standards, resulting in successful AHA programs and staff. Their efforts help open **doors of opportunity** for citizens to ultimately achieve self sufficiency.

The important key strategies are:

- Maximize integration of public and private resources
- Effectively and efficiently increase client opportunities and choices
- Actively and effectively communicate the successful outcomes of AHA programs and services.
- Leverage resources and maintain sound financial practices



*Executive Director and
Board of Commissioners*



Victor Weir
Chair



Robert Gamblin
Vice-Chair



Kathy Crusto-Way
Commissioner



Jason Paredes
Commissioner



Sabrina Young
Resident Commissioner



A Message from the Executive Director

On behalf of the Arlington Housing Authority's Board of Commissioners, staff and participants, it is my pleasure to share the 2009 Annual Report.

In 2009, the economy, job closings, and high

rate of home foreclosures presented challenging circumstances to our community and nation. The Arlington Housing Authority and the City of Arlington worked diligently to find opportunities to help. The Arlington Housing Authority was uniquely positioned to turn challenges into opportunities to help our community

1) reclaim vacant, foreclosed housing,

2) conserve energy resources by weatherizing existing housing, and
3) prevent homelessness.

The Arlington Housing Authority staff responded to the existing challenges with dedication, diligent hard work and creativity. The U.S. Department of Housing and Urban Development (HUD) assisted the City and the Housing Authority by awarding funding for these three new initiatives.

In addition to implementing three new initiatives and programs, the Arlington Housing Authority's outstanding staff continued to excel in its existing programs and services. The combination of new and existing services **opened doors of opportunity** for the citizens of Arlington.

The Arlington Housing Authority deeply appreciates the opportunity to serve collaboratively with the City of Arlington, the U.S. Department of HUD, the State of Texas, elected officials, numerous non-profit and faith based organizations, and neighboring

governmental agencies to deliver quality programs and services to the citizens of Arlington.

Through its resources and collaborative partnerships, the Arlington Housing Authority is pleased to open doors of opportunity to the citizens we serve. We are proud of the program participants that have walked through these doors to embark on a continuing journey utilizing a temporary helping hand to transition to an improved quality of life.

As a result of the exemplary leadership of the Board of Commissioners, the Arlington Housing Authority staff looks forward to an exciting and successful future. It is with pleasure that I share this review of the Arlington Housing Authority's accomplishments in 2009.

David Zappasodi



Management

Front row:

Mindy Cochran, Housing Operations Manager

David Zappasodi, Executive Director

Back row:

Michele Craven, Administrative Aide

Amy Trevino, Financial Manager

Joan Hill-Love, Grants Coordinator HCV

Customer Comments

"Recently I was fortunate enough to be a recipient of the Housing Rehabilitation Program and I felt the need to thank the City and all those who made it possible for me to receive such a generous grant. My 53 year old bungalow is the best looking house on the block now. Whenever I come home, I am still amazed at how nice it looks, and the interior improvements are a joy, too."

"If a person is given a chance, along with the right support, they can have a better life and a brighter future."

"The rehab program has been a blessing. Not only did it solve my concerns with safety for my daughter but it has helped build pride in our home."

"I write to inform you of my decision to no longer participate in your housing choice voucher program. It was my goal to end the assistance this year and since my annual reexamination appointment is nearing, I feel this is a good point to end the assistance. I have been able to both care for my son and earn a degree with your help...you have my gratitude."

"I want you to know how very grateful I am for your help in providing a roof over my head. Housing is a true blessing for me. I would be homeless without it. Please know how I will never take it for granted...never."

"Thank you so much for making my little house beautiful."

"I could not have asked for better service."

"I don't have to sleep in a chair outside my dad's closed shop. I don't have to sleep on a pallet in the back bedroom of an old girlfriend. I don't have to sleep on the couch of a caring couple. I don't have to sleep at the Union Gospel Mission and Presbyterian Night Shelter. I don't have to sleep in a reclining chair in my parent's garage. Thank you for the roof above my head."

"Along with your outstanding personnel, you are also to be commended for the selection of contractors that are available. Without a doubt, I selected the best. They treat the remodeling of a home as if it were their own."



Front Office

Left to right:
Carolina Molina, Senior Clerk
Dapheni Allen, Senior Clerk
Erlinda Alvarez, Senior Clerk

"Daily I thank God for this agency and the great people that have done so much to help me and my family have a better life."

Rental Assistance Programs

The Arlington Housing Authority (AHA) provides **doors of opportunity** to eligible Arlington residents through several federally funded rental assistance programs administered and operated by the AHA.

These programs include the:

- Disaster Housing Assistance Program (DHAP)
- Eviction Prevention Program (EPP)
- Family Self Sufficiency Program (FSS)
- Housing Choice Voucher (HCV)
- Shelter Plus Care (SPC)
- Supportive Housing Program (SHP)
- Tenant Based Rental Assistance (TBRA)

The **Disaster Housing Assistance Program (DHAP)** was implemented in November 2007 to provide rental assistance and open **doors of opportunity** for eligible families displaced by Hurricanes Katrina and Rita. In November 2008, only a year after implementation of DHAP, the U.S. Department of Housing and Urban Development (HUD) announced DHAP-IKE to provide assistance to eligible persons displaced by Hurricanes Ike and Gustov. Both programs are funded by the Federal Emergency Management Agency (FEMA) and administered by HUD through local housing authorities. In addition to rental assistance, participants also receive individualized

case management services to facilitate their return to independence and self sufficiency.

In 2009, HUD Secretary Shaun Donovan and Assistant HUD Secretary Sandra B. Henriquez recognized the AHA for exceptional service and commitment to the implementation of the DHAP program and presented the AHA Executive Director, David Zappasodi, with a plaque in appreciation for exemplary service.

The AHA provided housing for 360 families through DHAP and successfully enabled them to become economically self sufficient. In fiscal year 2009, only 17 families remain assisted by DHAP.



Emergency Housing Assistance Corp (EHAC)

Left to right:

Cynthia Weddle, Customer Service Rep.
Lourdes Santillan, Human Services Spec.
Mindy Cochran, Housing Ops. Manager



Rental Assistance Staff. Front row, from left: Misty Ellis, Jackie Williams, LeTisa Francisco, Joan Hill-Love, Eleene Choate, Julie Hall, Shaylon Scott, Lourdes Santillan
Back row: Lanesha Linzy, Terrance Brooks, Pedro Martinez, Jesse Lopez, Nickolas Gaffney, Charlene Wallace, Josh Portales, Paulo Ponce, John Elliott

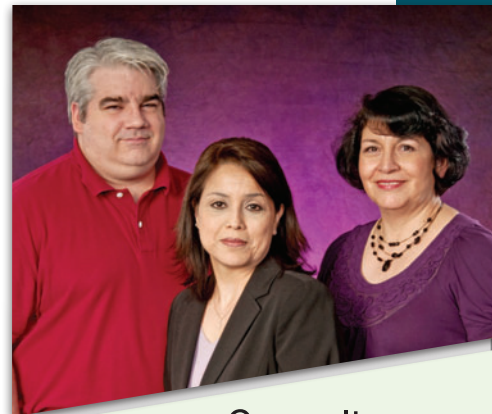
Rental Assistance, continued

The **Tenant Based Rental Assistance (TBRA)** program is a transitional rental housing program that assists eligible, low income or homeless individuals. The AHA's partners include the Mental Health Mental Retardation, Resource Recovery, AIDS Outreach, Arlington Independent School District, local shelters, and churches. The TBRA program **opens doors of opportunity** by providing up to 24 months of rental and security deposit assistance per family. The City of Arlington

In the Fiscal Year ending Sept. 2009, the Compliance Team:

- collected \$16,730 in repayments
- conducted 102 investigations and 190 informal hearings
 - 38% cleared
 - 62% rental assistance terminated

provides a portion of its annual HOME Investment Partnership Program (HOME) funding from the U.S. Department of Housing and Urban Development (HUD) to support the TBRA program. In fiscal year 2009, 75 households received TBRA rental housing assistance.



Compliance

From left:

James Weddle, Housing Coordinator
Linda Kiani, Compliance Coordinator
Rosalinda Alvarez, Senior Clerk

The **Housing Choice Voucher Program (HCV)** is the largest program managed by the AHA. In fiscal year 2009, over 5,000 new and continuing participants were interviewed and qualified by staff. **Doors of opportunity** were opened for persons determined eligible to reside in safe, decent, affordable rental housing in the city of Arlington. In fiscal year 2009 3,430 participant households received HCV rental housing assistance.



The **Eviction Prevention Program (EPP)** assists eligible, low income residents who face imminent danger of eviction. Eviction and homelessness is prevented for eligible tenants. The AHA issues funds to the landlord in the amount of past due rent providing the tenant a **door of opportunity**. The grant is funded by the City of Arlington's Emergency Shelter Grant (ESG) and Community Development Block Grant (CDBG) program and is administered and operated by the AHA. In fiscal year 2009, 16 evictions were prevented and grant funds of \$9,600 were utilized within a two month period.



Homeless Programs

Left to right:

LeTisa Francisco, Human Services Specialist
Lanesha Linzy, Housing Coordinator
Shaylon Scott, Eviction Prevention Housing Specialist

Rental Assistance, continued



The **Shelter Plus Care (SPC)** program opens **doors of opportunity** for homeless persons with disabilities. The program provides permanent housing in connection with supportive services from Mental Health and Mental Retardation (MHMR) and Recovery Resource. In fiscal year 2009, 27 households were assisted.

The **Supportive Housing Program (SHP)** serves eligible, homeless persons in Arlington by providing transitional housing assistance for up to 24 months. The program is complimented by supportive services from the Arlington Life Shelter and **opens a door of opportunity** to enable homeless persons to live as independently as possible. The program requires participants to work toward achieving residential stability, increased skill level and/or income, and greater self determination. In fiscal year 2009, the program assisted 24 households.

The AHA made more than 21,575 payments to landlords and participants.

The AHA issued over \$25,667,612 in payments for products and services.



Finance

Front, left to right:

Nina von Falkenstein, Portability Clerk
Elvira Freeman, Intermediate Account Analyst

Back Row:

Meagan Phillips, Accounting Aide
Medria Browhow, Grants Account Analyst
Amy Trevino, Financial Manager

Not pictured:

Bruce Beard, Housing Account Analyst

Rental Assistance, continued

The **Family Self Sufficiency (FSS)** program provides support to the Housing Choice Voucher participants who strive to achieve self sufficiency and to graduate from dependency on rental assistance. The AHA staff works with non-profit organizations, local businesses, and the participants to develop goals and provide continued support and guidance to help families achieve their goals within the five year program timeframe. Upon completion of the program, successful participants experience a graduation ceremony to celebrate their success. In the 2009 fiscal year, 143 clients participated in the program and 4 graduated, receiving a total of \$30,577 in escrow savings.



FSS Successful graduates Bobby Copeland, Sabrina Young, Denia Earl, and Feletha Scott.



Successful FSS graduate, Sabrina Young, receiving her escrow check from the Board of Commissioners and Executive Director.



Family Self Sufficiency

Left to right:

Julie Hall, Human Services Coordinator

Lourdes Santillan, Human Services Specialist

UTA SSW Night of Excellence



Homeowner Assistance Programs



Housing Rehab

Front, left to right:

Marisa Loera, Urban Development Specialist

Mindy Cochran, Housing Ops. Manager

David Zappasodi, Executive Director

Back Row: Jeb Barr, Rehab Specialist

Tim Simmons, Rehab Specialist

Paul Shaffer, Rehab Specialist



Weatherization Assistance

Left to right:

Juan Serrano, Rehab Specialist

Brett Clark, Rehab Specialist

Mindy Cochran, Housing Ops. Manager

Nicolette Arceneaux, Urban Development Specialist

The **Housing Rehabilitation Program (HRP)** is funded by the Community Development Block Grant (CDBG) program and the HOME Investment Partnership Program. HRP is administered and operated by the Arlington Housing Authority (AHA) and **provides three doors of opportunity** for Arlington residents:

- Owner Occupied Housing Rehabilitation
- Architectural Barrier Removal
- Emergency Repair

Owner Occupied Housing Rehabilitation provides major repairs (i.e. roof replacement, foundation repair, and electrical and plumbing repairs) to bring substandard properties into compliance with local codes for qualified homeowners. Eligible homeowners receive up to

\$24,500 in housing rehabilitation assistance. To protect the investment of federal dollars, the funding is provided in the form of a zero interest rate loan which is forgiven over time.

The Rehab Team completed:

- 42 emergency repairs
- 41 full rehabilitations
- 2 architectural barrier removals

Architectural Barrier Removal provides modifications to make homes more

accessible to a household member with a disability. Eligible repairs include widening doorways, installing ramps, and installing grab bars. This program is available to both owner occupants and tenants.

Emergency Repair provides help to qualified homeowners to address emergency, life-threatening, deficient conditions in their home.

In program year 2009, the HRP expended \$1,521,049 to assist 85 households with quality housing rehabilitation and outstanding customer service.

The **Weatherization Assistance Program (WAP)** was initiated in the fall of 2009. U.S. Department of Energy Weatherization Assistance Program funding is provided to the City of Arlington through the Texas Department of Housing and Community Affairs. The WAP provides a **door of opportunity** to help eligible, low income households control their energy costs through weatherization of homes and consumer education.

The WAP activities include; performing energy audits to review the home's energy efficiency, installation of weatherization measures to reduce air infiltration, and repair or replacement of inefficient heating and cooling systems.

The AHA expects to assist over 200 Arlington households over a two year period, utilizing \$2 million in American Recover and Reinvestment Act funding.



Homebuyer Assistance Programs



First time homebuyer assisted by AHAP program.

The **Arlington Homebuyers' Assistance Program (AHAP)** opens the door of opportunity to homeownership for qualified first-time homebuyers. The City of Arlington partners with a local non-profit organization, Tarrant County Housing Partnership, Inc., to provide pre-purchase homebuyer education and up to \$10,000 in down payment and closing cost assistance to eligible first time homebuyers when they purchase a qualifying home. This program is funded through the HOME Investment Partnership Program. In program year 2009, 52 households were assisted to become first time homebuyers.

The **Neighborhood Stabilization Program (NSP)** is a new program that started in fiscal year 2009. NSP was created under Title III of Division B of the Housing and Economic Recovery Act of 2008 and was funded by the U.S. Department of Housing and Urban Development (HUD) during the second quarter of fiscal year 2009. The AHA, in collaboration with the City of Arlington, created its version of the NSP program. The Arlington NSP program addresses the foreclosure problems at the neighborhood level by providing qualified families with the following forms of assistance: closing costs, \$10,000 or \$20,000 in principle reduction depending on household income, and up to \$24,500 in housing rehabilitation. NSP helps transform vacant, foreclosed homes

into **doors of opportunity** for qualified families.

Arlington was awarded \$2 million in NSP funds to be utilized by three activities: homebuyer assistance, acquisition/ rehabilitation/ resale of foreclosed homes, and acquisition/ demolition and redevelopment of vacant, blighted structures. The first homebuyer had utilized the program by year end and Arlington expects to assist a total of 41 households by September 2010.



Ribbon Cutting Ceremony for the First NSP Homebuyer, Mr. and Mrs. Nguyen along with Mayor Robert Cluck and Council Member Sheri Capehart.



Neighborhood Stabilization

Left to right:

Mindy Cochran, Housing Ops. Manager
John Redmon, Program Coordinator

Homebuyer Assistance, continued



The **Arlington Housing Finance Corporation's (AHFC)** initiated an innovative program during fiscal year 2009. While traditionally assisting qualified families to become homeowners through the issuance of single family mortgage revenue bonds,

the AHFC created a unique program to expand financing opportunities for homebuyers. The AHFC's market rate program **opened the door** for homebuyers in Arlington by providing funds in the form of low interest rate second mortgage loans as assistance

for down payment and closing costs. During the short duration of the program, the AHFC assisted 12 homebuyers utilizing \$1,290,814 in private sector funding.



Homebuyer Education Training, July 21, 2009



Inspections

Front, left to right:

Jessica Parry, Inspections Supervisor

Jeanette Culwell, Inspector

Vicky Hernandez, Inspector

Back Row:

Tony Martin, Inspector

Clarence Hursey, Inspector

Eric Garcia, Inspector

Inspection Team FY 2009

**Performed 1,868
rent reasonable
assessments for
new units and for
rent increases**

**Performed
10,018
inspections**



Achievements

Financial Management

- Issued \$22M in housing assistance payments
- Processed 21,575 payments to 1,242 property owners
- Secured \$6,700,442 in additional grant funding
- Achieved finding-free audit and HUD reviews



Housing Rehabilitation

- Rehabilitated 85 homes
- Expended an average \$15,414 in assistance per homeowner household
- Outstanding customer satisfaction

Program Management

- Conducted 5,205 client eligibility determinations
- Processed 488 new client admissions
- Performed 10,018 housing inspections
- Conducted 1,868 rent reasonableness assessments
- Conducted 102 investigations; 62 clients cleared
- Designated a HUD “High Performing” housing authority for FY 2009
- Utilized 100% of allocated HCV funding
- Awarded “Best Annual Report in Texas” by the Texas Chapter of the National Association of Housing and Redevelopment Officials (NAHRO)

Housing for the Homeless

- Provided essential rental housing and other services to 145 homeless families

Homebuyers' Assistance

- Enabled 83 families to become first time homebuyers in Arlington

The Family Self Sufficiency Program

- Enrolled 143 FSS participants
- Graduates: 4 participants in FY 2009; 82 lifetime FSS graduates
- Issued \$30,577 in accumulated escrow payments to graduates



Eviction Prevention

- Prevented eviction of 16 low-income tenants
- Utilized annual funding in two months



Financial Statements

Balance Sheets for the years ending September 30, 2009 and 2008

ASSETS	2009	2008
Current Assets		
Cash and cash equivalents	\$ 2,692,927	\$ 4,578,884
Investments (at cost)	2,812,525	2,812,426
Adjustments to fair value	<u>38,501</u>	<u>(8,486)</u>
Investments at fair value	<u>2,851,026</u>	<u>2,803,940</u>
Grants receivable	82,744	135,768
Accounts receivable	31,297	74,076
Accrued interest receivable	12,833	32,543
Prepaid expenses	<u>7,153</u>	<u>4,737</u>
Total current assets	5,677,980	7,629,947
Capital assets, net of accumulated depreciation	<u>469,219</u>	<u>522,711</u>
Total assets	<u>\$ 6,147,199</u>	<u>\$ 8,152,659</u>
LIABILITIES AND NET ASSETS		
Liabilities		
Current:		
Accounts payable	83,976	83,045
Compensated absences	31,873	15,211
Due to HUD	218,442	-
Escrows	196,057	495,402
Accrued liabilities	<u>55,010</u>	<u>49,598</u>
Total current liabilities	<u>585,358</u>	<u>643,256</u>
Noncurrent:		
Other	164,116	199,324
Compensated absences	<u>86,254</u>	<u>201,987</u>
Total noncurrent liabilities	<u>250,370</u>	<u>401,311</u>
Total liabilities	835,728	1,044,567
Net assets:		
Invested in capital assets	469,219	522,711
Restricted	892,287	2,934,484
Unrestricted	<u>3,949,965</u>	<u>3,650,897</u>
Total net assets	5,311,471	7,108,092
Total liabilities and net assets	<u>\$ 6,147,199</u>	<u>\$ 8,152,659</u>

Financial Statements

Statement of Revenues & Expenses and Changes in Net Assets for the years ending September 30, 2009 and 2008

Operating Revenues	2009	2008
HUD grant revenue	\$22,736,694	\$23,088,959
Other revenue	875,490	291,127
	<u>23,612,184</u>	<u>23,380,086</u>
Operating Expenses		
Administrative	2,864,445	3,196,249
Housing Assistance Payments	<u>22,639,675</u>	<u>23,498,570</u>
	25,504,120	26,694,819
Depreciation expense	<u>53,492</u>	<u>43,113</u>
	<u>25,557,612</u>	<u>26,737,932</u>
Operating income	<u>(1,945,428)</u>	<u>(3,357,846)</u>
Non-Operating Revenue (Expenses)		
Investment income	148,807	143,378
Total non-operating revenue	<u>148,807</u>	<u>143,378</u>
Change in net assets	(1,796,621)	(3,214,468)
Beginning net assets	<u>7,108,092</u>	<u>10,322,560</u>
Ending net assets	<u>\$ 5,311,471</u>	<u>\$ 7,108,092</u>

**Housing Authority
of the City of Arlington
501 W. Sanford Street, Suite 20
Arlington, TX 76011**

**For More Information
Call 817-275-3351
Fax 682-367-1000
www.arlingtonhousing.us**



Office Hours:

**8:00 a.m.-5:00 p.m.
Monday, Wednesday, Thursday, Friday**

**8:00 a.m.-7:00 p.m.
Tuesdays**